

(Draft) **Strategic Plan of the APT for 2018-2020** (1st Version)

**INTRODUCTION**

APT is the prominent intergovernmental organization in the Asia-Pacific focusing on telecommunications/ICTs. In accordance with its objective as outlined in its Constitution, it fosters the development of telecommunication services and information infrastructure throughout the region with a particular focus on the expansion thereof in less developed areas.

APT assists its Members realize the opportunities provided by ICTs in building the Smart Digital Economy envisaged by Ministers from Asia-Pacific in the 2014 *Brunei Darussalam Statement*, and address emerging challenges, fostering collaboration and cooperation.

Responding to its Members’ priorities, APT plays a key role in providing countries in the region with its expertise and targeted assistance in achieving policy and regulator goals including affordable national broadband access, putting in place the environmental settings to foster investment and innovation, effectively harnessing the benefits of emerging technologies and building their human and institutional capacity.

APT has developed technical reports, guidelines and recommendations in the area of its activity domain such as radiocommunication, spectrum harmonization and standardization and provides a strong platform for collaboration and co-operation among its Members, including coordinating regional views.

This Strategic Plan, adopted at the 14th Session of the General Assembly, guides the activities of the APT for the period 2018 – 2020 to achieve accelerated and inclusive telecommunication/ICT development in the Asia-Pacific region.

Elaborated in collaboration with its members, this Strategic Plan outlines the overall objectives and targets to achieve the identified priorities of its members, and establishes the mechanism to fulfil the objectives and deliver outcomes in next three-year period.

This Strategic Plan strengthens APT’s reputation and influence, its capacity to identify, address and response to the needs of its membership and to build and leverage strategic partnerships with relevant organizations and entities. It plays a vital role in positioning APT to succeed in fulfilling its mission in one of the world’s most diverse regions in a rapidly evolving telecommunications/ ICT environment.

Telecommunications/ICTs, including affordable, reliable, resilient, and robust broadband connectivity, are essential in facilitating economic growth, prosperity and development. Those can foster investment, innovation and entrepreneurship, and those also give the governments the ability to implement its policy target including e-government systems which improves the efficiency and effectiveness of service delivery.

This importance was recognized by the WSIS+10 process, which reaffirmed the crosscutting contribution made by ICTs to achieving the Sustainable Development Goals. The 2030 Agenda for Sustainable Development of the United Nation recognizes that “The spread of information and communication technology and global interconnectedness has great potential to accelerate human progress, to bridge the digital divide and to develop knowledge societies". ICTs will play a major catalyst role, with no doubt, in achieving the 17 identified Sustainable Development Goals (SDGs), which gives an opportunity for APT and its Members to work together to leverage the benefits of ICT.

While some countries in the Asia-Pacific have made major strides in ICT development, the significant digital divide in the region remains a key challenge. The gap between developed and developing countries in broadband access continues to widen. Although mobile broadband subscriptions in the region have shown enormous growth, particularly in emerging economies, adoption rates are far greater in developed countries. 58.1 per cent of the population living in the Asia-Pacific are yet to be connected to the Internet.

The Asia-Pacific region is also one of the most vulnerable to catastrophic natural disasters and extreme weather events. APT will continue to assist its Members to harness ICTs to respond the challenges of disaster management in preparedness and recovery.

The rapid changes in telecommunications/ICTs, including the disruptive effects of new technologies and business models provide both challenges and opportunities for the APT and policy makers and regulators in its Members. The Internet of Things and M2M communication will trigger innovation across a broad range of industry sectors and services, bringing efficiencies and benefits to citizens, for example, through enabling the development of Smart Cities. It will also increase demand for spectrum, require interoperability, deployment of IPv6 and appropriate security, privacy, numbering and consumer protection frameworks. Mobile broadband enabled applications, for example digital financial services, raise a similar range of issues.

This Strategic Plan will guide the work and priorities of the APT over the next three years. It will empower APT, as an institution, to be responsive and adaptive and enhance the quality of its service to its membership.

**OVERALL OBJECTIVE**

To remain the prominent intergovernmental ICT organization in Asia-Pacific region, APT will work towards meeting the needs of its membership by assisting them to both realize the positive benefits of ICTs and successfully cope with the challenges of rapidly evolving ICT environments.

APT will aim to achieve access for all to affordable broadband, ICT innovation, entrepreneurship and cross sectoral value creation, confidence in the use of ICT, strong human and institutional capacity and cooperation, collaboration and strategic engagement with relevant stakeholders.

The following Strategic Pillars identify the greatest challenges and opportunities facing policy makers and regulators in Members across the region and highlight the importance of harnessing technology to drive socio-economic growth and productivity and achieve the Sustainable Development Goals by addressing the digital divide:

1. **Connectivity**: Developing the digital Infrastructure;
2. **Innovation**: Enabling conducive environments and harnessing the benefits of new technologies;
3. **Trust**: Promoting security and resilience through ICT;
4. **Capacity Building**: Promoting inclusiveness and enhancing expertise;
5. **Partnership**: Solidifying strategic cooperation with stakeholders.

These Strategic Pillars also reflect the six key priority areas established in the Brunei Darussalam Statement, which remain relevant. Further, the Strategic Pillars provide focus and clarity for the APT and the Action Plan and Implementation Mechanisms set out in this Strategic Plan for each Strategic Pillar will assist to plan relevant work, guide their activities and monitor progress.

**STRATEGIC PILLARS AND ACTION PLANS**

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| 1. **Connectivity: Developing the Digital Infrastructure** |
| Taking into account the need to reduce the digital divide within the Asia-Pacific region APT should assist member to increase broadband penetration with an emphasis on reaching unserved and underserved populations. APT should also assist members with improving spectrum management practices to help address digital infrastructure constraints relating to the use of this scarce resource. |

**Objective *a.1: To increase access to broadband connectivity with an emphasis on under-served populations***

*a.1.1* Assist members to develop or update national broadband plans, emphasizing the importance of the development of fair, predictable and transparent policy and legal environments that facilitate competition;

*a.1.2* Encourage members to improve international broadband connectivity, including submarine cable and satellite connections;

*a.1.3* Work with members to develop and promote high-speed, affordable and sustainable broadband networks, taking into account that both quality fixed broadband networks and mobile broadband networks are crucial in the region;

*a.1.4* Assist members in introducing and promoting Internet exchange points (IXPs) and deployment of/transition to IPv6-based networks and its potential applications;

*a.1.5* Support members in deploying suitable technologies to maximize the benefits of universal service funds in the areas of access, backhaul and source of power supply in bringing telecommunications/ICTs to rural, unserved and underserved areas;

*a.1.6* Share best practices, legislation and initiatives in the implementation of ICT solutions among members.

**Objective *a.2****:* ***To improve practices in managing scarce resources for delivering connectivity***

*a.2.1* Assist members in ensuring adequate spectrum is available to support deployment of wireless applications and leverage frequencies made available as a result of the digital switch-over;

*a.2.2* Assist members in developing infrastructure sharing policies/regulations and innovative business models that support efficient and cost-effective deployment of digital infrastructure;

*a.2.3* Provide support to members in undertaking spectrum management assessment, developing master plans and implementing action plans for the further development of spectrum management infrastructures, procedures and tools;

*a.2.4* Encourage close collaboration between members in implementing spectrum management practices, including harmonization, in keeping with global and regional best practices.

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|  | ***Expected outcomes:*** |
|  | * *a1*-Increased penetration rate of broadband in the region; * *a2*-Improved in spectrum management practices. |

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| 1. **Innovation: Enabling conducive environments and harnessing the benefits of new technologies** |
| As a specialized technical organization in the field of telecommunication/ICT, APT will continue its efforts to foster the development and adoption of the latest and innovative telecommunications/ICTs. Further, APT will work with all members to develop policy and regulatory environments that enable them to effectively harness the benefits of telecommunication/ICT innovation. APT will also foster Telecommunications/ICT innovation which will be a critical enabler in achieving Sustainable Development Goals. |

**Objective b.1**: **To foster the development and adoption of the new ICTs**

*b.1.1* Provide a platform for discussing new and emerging technologies to support the growth of the digital economy;

*b.1.2* Support members to develop and deploy emerging / new radiocommunication technologies and services, including IMT-2020;

*b.1.3* Enhance regional cooperation in the development and implementation of harmonized standards for innovative telecommunication/ICT applications and services;

*b.1.4* Assist members to develop and implement Internet of Things (IoT), Machine-to-Machine (M2M) communications and Artificial Intelligence (AI) including but not limited to the areas of standards, enabling policies and regulations, deployment scenarios and best practices.

**Objective b.2**: **To promote conducive environments for innovation and value creation in ICT**

*b.2.1* Support members in developing national policy and regulatory frameworks that support upscale of ICT centric innovative technologies and services;

*b.2.2* Promote ICT investment and entrepreneurship in innovative use of ICT, in particular, for Start-Ups and Micro, Small and Medium sized Enterprises (MSMEs);

*b.2.3* Encourage members to develop ICT applications or content in local languages or contexts to ensure active participation by citizens;

*b.2.4* Encourage members in establishing middleware platforms to enable e-government or e-business opportunities that can be realized on top of the platforms;

*b.2.5* Promote the availability and use of open data and encourage big data application development.

**Objective b.3: To enhance the use of ICT as an enabler for achieving the Sustainable Development Goals 2030**

*b.3.1* Support members in developing national policy and regulatory frameworks to enhance the use of ICT as an enabler in high-potential sectors, such as education, health, agriculture, governance, energy, finance and commerce;

*b.3.2* Provide assistance to members in the development of ICT-enabled services and applications, including smart cities, by providing policy and regulatory guidelines, technical assistance and recommendations, and best practices;

*b.3.3* Identify and share best practices and legislation which seek to adopt and use of ICT.

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|  | ***Expected outcomes:*** |
|  | * b1 - Increased number of reports, recommendation other publications developed by APT work programmes; * b2 - Increased number of MSMEs and greater contribution to value creation; * b3 - Policy and regulatory regimes that support the growth of other non-ICT sectors. |

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| 1. **Trust : Promoting Security and Resilience through ICT** |
| Recognizing the vulnerability of members to both natural disasters and malicious cyber activities, APT should assist them to develop and maintain secure, trusted and resilient ICT network services as well as to address challenges related to disaster preparedness, risk reduction and mitigation. |

**Objective c.1**: **To develop and maintain secure, trusted and resilient ICT networks and services**

*c.1.1* Assist members to develop appropriate policies and strategies for cybersecurity, including critical information infrastructure protection;

*c.1.2* Encourage members to address the issue of free flow of data across the borders;

*c.1.3* Support members in establishing or operating national/regional CERT/CSIRT;

*c.1.4* Provide a platform to share best practices, policies, legislative frameworks and national initiatives to address secure, trusted and resilient ICT networks and services;

*c.1.5* Strengthen institutional cooperation and coordination among the key actors and stakeholders for enhancing awareness, securing networks robustness and developing personal data protection measures.

**Objective c.2: To address challenges related to disaster preparedness, risk reduction and mitigation**

*c.2.1* Assist members to develop national emergency telecommunication legislations or strategies;

*c.2.2* Provide support to members that are prone to natural disasters in establishing ICT-based solutions, including wireless and satellite-based technologies;

*c.2.3* Support members to use communication technologies for broadband public protection and disaster relief (PPDR);

*c.2.4* Share information and experiences on data collection and analysis, early warning systems, business recovery and network reconstruction incorporating disaster-resilient features;

*c.2.5* Strengthen collaboration and coordination among key institutions, players and stakeholders to mitigate and manage risk in disaster management.

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|  | ***Expected outcomes:*** |
|  | * *c1* *-* Improved trust and confidence in adoption and take up of key emerging technologies, and implementation of effective policies that support ICT promotion; * *c2* - Increased support to members in identifying and reducing the risks of natural disasters and ICT security threats. |

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| 1. **Capacity Building: Promoting inclusiveness and enhancing expertise** |
| A highly skilled ICT workforce and appropriate institutional capacity are indispensable for sustainable ICT uptake and bridging the digital divide and APT should continue its efforts to strengthen the human and institutional capacity of its members, particularly developing and least developed countries. Further, APT should work with its members to enrich the basic ICT skills of the citizens to leverage the benefits of ICTs. |

**Objective d.1: To continue the development of ICT capacity building initiative, by assisting members, particularly developing and least develop countries, in enhancing and strengthening their human and institutional capacity**

*d.1.1* Assist members to strengthen the development and enhancement of their human and institutional capacity and keep abreast of the latest trends to address challenges in ICTs;

*d.1.2* Enhance capacity building initiatives by exploring appropriate modalities to better meet the specific needs of members;

*d.1.3* Continue to provide targeted assistance to members through expert missions and ICT projects to address their specific needs;

*d.1.4* Provide a platform to promote collaboration amongst ICT experts, researchers, academia, engineers and technical experts through collaborative research, ICT projects, exchange of experiences and knowledge sharing.

**Objective d.2: To ensure the development of ICT skills of the citizens to achieve digital inclusion including children, women, the elderly and people with disabilities**

*d.2.1* Support members to develop policies and/or initiatives to facilitate the spread of basic ICT skills and digital literacy for their citizens;

*d.2.2* Assist members to develop and implement strategies to make ICT more accessible and affordable to people with special needs, including children, women, the elderly and people with disabilities.

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|  | ***Expected outcomes:*** |
|  | * *d1* - Strengthened capacity and skills of human and institutions in the region; * *d2* - Enhanced digital literacy and skills of citizens to benefit from the ICTs. |

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| 1. **Partnership: Solidifying strategic cooperation with stakeholders** |
| As the only inter-governmental telecommunication organization in the Asia-Pacific region, APT should take the lead role in shaping the development agenda and consolidating regional views on ICT issues. In order to enrich its work and increase its profile, APT needs to strengthen cooperative initiatives with potential stakeholders as well as related international, regional and multilateral organizations and funding bodies. |

**Objective e.1:** **To take the lead role in shaping the development agenda and consolidating regional views on ICT issues**

*e.1.1* Continue to provide members with opportunities to develop agendas of interest of members and to consolidate regional views in preparation for ITU Conferences, Assemblies and meetings;

*e.1.2* Explore the possibility of consolidating regional views in additional ITU processes, for example, International Internet Public Policy and WSIS follow-up.

**Objective e.2:** **To facilitate engagement by interested parties, such as industry, research institutions, academia, the technical community, consulting firms and policy makers and regulators in non-ICT sectors so as to increase the relevance of the APT’s work and expand its influence**

*e.2.1* Enhance the opportunities for industry to share its perspectives on ICT services and technologies and to develop harmonized and coordinated views;

*e.2.2* Build cooperative relationships with research institutions, academia, the technical community and consulting firms and solicit their contributions to the works of APT;

*e.2.3* Provide an open consultative platform, inviting policy makers and regulators in both ICT and other related sectors, to address the issue of ICT convergence.

**Objective e.3:** **To increase exchanges and collaboration with the related international, regional and multilateral organizations as well as funding bodies to enhance cooperation for ICT development**

*e.3.1* Maximize synergies, harness resources and minimize duplication of works through opportunities for cooperation with relevant international, regional and multilateral organizations;

*e.3.2* Strengthen the cooperative relationship with multilateral development organizations, such as the World Bank, the Asia Development Bank, etc. through joint ICT projects.

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|  | ***Expected outcomes:*** |
|  | * *e1* - Greater recognition of APT in the global arena; * e2 - Increased the contributions from stakeholders; * e3 - Increased mobilization of resources of partner organizations. |

**IMPLEMENTATION MECHANISM**

***Key Performance Indicators***

Text to be added

***Timeline of the Implementation***

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***Financing and Funding Mechanism***

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***Reporting System***

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**STAEMENT OF IMPACTS**

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